

DAU Increasing Momentum Toward Strategic Partnerships

Increased Return on DoD's Training Dollars

WAYNE GLASS

Just as strategic partnerships provide synergy for warfighters on joint development programs such as Joint Strike Fighter (JSF), equally beneficial are those strategic partnerships that promote and facilitate synergy in acquisition education for the DoD Acquisition, Technology and Logistics (AT&L) workforce and defense industry.

Independent operations are a luxury DoD can no longer afford, not only in warfighting but also in support functions such as DoD AT&L workforce training. In the face of deep budget cuts, and as we expand learning opportunities for our workforce, now more than ever we must leverage our precious resources to achieve increased return on our training dollars.

In January 2001, under the leadership of Donna Richbourg, then Acting Deputy Under Secretary of Defense (Acquisition Reform), DAU President Frank J. Anderson Jr., launched Strategic Partnerships as one of 10 Fast Track initiatives in support of the second of five goals announced by Under Secretary of Defense (Acquisition, Technology and Logistics) E.C. "Pete" Aldridge: *to Revitalize the Quality and Morale of the DoD AT&L Workforce*. This article is an update on the progress of that initiative.

Strategic Partnerships—No Better Way

What better way is there for DoD, through the Defense Acquisition University, to capitalize on the strengths of other private, public, and corporate universities,

DAU STRATEGIC

MARY WASHINGTON COLLEGE
JAMES MONROE
CENTER
For Graduate and Professional Studies



ADL Co-Lab (Partner)
Academic Co-Lab (U of WI)
Joint Co-Lab (UCF)

DAU is enhancing learner opportunities by establishing inter-relationships with other agencies, industry, and degree-granting institutions of higher learning.



Glass is a Professor of Systems Acquisition Management and Director for Strategic Partnerships, Strategic Planning Action Group, Defense Acquisition University, Fort Belvoir, Va. Also contributing to this article were Paul McMahon, DAU Liaison to the Office of the Director, Acquisition Initiatives, OUSD(AT&L); Lisa Johnson, Office of the DAU Provost, and Sylwia Gasiorek-Nelson, Editor, DAU Press.

than through strategic partnerships that create and offer more learning opportunities for the DoD AT&L workforce.

Initially, DAU had set a fiscal 2002 milestone to create 10 Strategic Partnerships. According to Paul McMahon, DAU's former Director of Strategic Partnerships, "With approximately twenty-five [strategic partnerships] in place or on the immediate horizon, that goal will be met."

energy and enthusiasm of the University's strategic partners. This outreach represents one of many benefits realized through DAU's transformation strategy of providing full services to customers within their own regions. These partnerships hold promise of great value and a total win-win scenario for DAU and other private, public, and corporate universities, industry, and professional associations.

enhance the quality and morale of the AT&L workforce, and motivate the workforce to pursue additional continuous learning activities, increased knowledge, and skills. They also stimulate recognition of achievements by members of the AT&L workforce through award of commercial and academic certifications and degrees in recognition of their accomplishments.

These strategic partnerships successfully leverage new and expanded learning opportunities with other institutions. They also provide flexible opportunities to obtain the education component of Defense Acquisition Workforce Improvement Act (DAWIA) requirements, as well as more opportunities to earn academic degrees and Continuous Education Units required by acquisition policy.

The George Washington University and ESI Intl.

In its first formal academic partnership, DAU teamed up with The George Washington University (GWU) and ESI Intl. (ESI), an industry leader in project and contract management training.

Through this dynamic relationship, DAU students who have earned a Level I, II, or III Certification in one of the DAWIA career fields may take ESI courses and apply them toward a Joint Master's Certificate, backed by GWU, in one of four areas: Project Management, Information Technology Project Management, Commercial Contract Management, and Government Contracting.

"We're very proud of our reputation in the public sector as a premier provider of project management and contract management training," said Larry Seeley, ESI President. "DAU's decision to choose ESI's classes as an add-on to their very extensive list of internal classes underlines our understanding of the training needs of Federal Government employees."

"I am very excited about the DAU's partnership with ESI," said DAU President Frank J. Anderson Jr. "I will continue to encourage our students to take advantage of this opportunity to take classes

PARTNERSHIPS

NORTHROP GRUMMAN



**UNIVERSITY
of PHOENIX
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Florida Institute of Technology
Educating the Leaders of the 21st Century



DAU's appointment of Associate Deans for Outreach in each of its five regions is a deliberate attempt to leverage the

DAU's strategic partnerships greatly increase the value of past and existing DAU courses. These partnerships

DAU STRATEGIC PARTNERSHIPS

Capitalizing on the Educational Strengths of Government-Industry Private, Public, & Corporate Universities

Signing of GWU, ESI, DAU Letter of Intent, Sept. 5, 2000. Seated from left: J. LeRoy Ward, Senior Vice President of Client Programs, ESI, Intl.; Chris Stelloh Garner, Functional Advisor, Program Management Career Field; Anderson; former DUSD(AR) Stan Soloway; and Deidre "Dee" Lee, Director of Defense Procurement. Standing from left: Paul McMahon, former Director of Strategic Partnerships, DAU; Charles W. Clark, Vice President Contracts Programs, ESI, Intl.; Kimberly A. Elibuyuk, Business Development Manager — Government Markets, ESI, Intl.; and Karen Barley, Vice President, Corporate University Enterprise, Inc.
Photo by Richard Mattox



Virgil Carter (left), Project Management Institute Executive Director, and DAU President Frank J. Anderson Jr., formalize their partnership at a signing ceremony held at the DAU Headquarters, Fort Belvoir, Va., on Jan. 4, 2002.

Photo by Army Sgt. Kevin Moses



Army Col. (P) James R. Moran, DAU Commandant (left) and Lawrence A. Auffrey, Vice President for Contracts, Pricing, and Risk Management, Northrop Grumman Corp., sign a Memorandum of Understanding Feb. 14, 2001, agreeing to pursue educational opportunities that are mutually beneficial.

Photo by Army Sgt. Kevin Moses



Signing of DAU, FTI Letter of Intent, Feb. 16, 2001. Seated from left: Spiros G. Pallas, Principal Deputy to the Director, Strategic and Tactical Systems, OUSD(AT&L); Frank Anderson Jr., DAU President; and Lavon Jordan, CEO Frontier Technology, Inc. Standing from left: DAU Professor Larry "Scoop" Cooper; Paul McMahon, former Director of Strategic Partnerships, DAU; and Ron Schroder, Vice President, Frontier Technology, Inc.

Photo by Richard Mattox



Representatives of DAU and the U.S. Navy sign a Memorandum of Understanding to kick off the Joint Service Program Management Community of Practice initiative, Feb. 7, 2001. From left: Eileen Roberson, Navy Acquisition Reform Executive; Ivan Hall, Deputy, Knowledge Management; Frank Anderson Jr., President, DAU; and John Hickok, DAU Knowledge Management Officer.

Photo by Richard Mattox



DAU President Frank J. Anderson Jr., and Dr. Belle S. Wheelan, President of Northern Virginia Community College (NOVA) sign a Letter of Intent to permit DAU students, as part of a strategic partnership, to complete DAU training and take NOVA courses for Certificate and Associate Degree Programs.

Photo by Army Sgt. Kevin Moses



On Dec. 11, 2001, the Presidents of both DAU and the University of Phoenix formally signed a Memorandum of Agreement. Seated from left: Frank Anderson Jr. DAU President; and Craig Swenson, Provost/Senior Vice President, University of Phoenix. Standing from left: Brian Mueller, Chief Operating Officer, University of Phoenix Online; Russ Paden, Regional Director of Academic Affairs, University of Phoenix Online; Wallis Stemm, Director of Articulation and College Relationships, University of Phoenix, University Services; and Tony Digiovanni, CEO University of Phoenix Online.

Photo courtesy Ben Arnold Photography



On April 30, 2001, DAU signed Letters of Intent (LOI) with Florida Institute of Technology (FIT), George Mason University (GMU), and Mary Washington College (MWC). Pictured from left: Kenneth E. Cox, Research Associate, GMU; Paul McMahon, former Director of Strategic Partnerships, DAU; Dr. Lee S. Dewald Sr., Associate Professor and Director of Graduate Studies, FIT; Dr. Ronald L. Marshall, Associate Vice President, Extended Campus, FIT; Jonathan L. Gifford, Director, Professional Studies in Transportation Policy, Operations, and Logistics, GMU; Lloyd H. Muller, Director, National Capital Region, FIT; Frank J. Anderson Jr., DAU President; Donna Richbourg, Director, Acquisition Initiatives, USD(AT&L); Dr. Blair Staley, Assistant Professor of Leadership and Management, Mary Washington College James Monroe Center (MWC JMC); Kingsley E. Haynes, Dean, The School of Public Policy, GMU; Larry Heller, Chair, Logistics Management Support Department, DAU Capital and Northeast Region; and Dr. Alan G. Heffner, Program Director, MWC JMC.

Photo by Richard Mattox

EDUCATIONAL OPPORTUNITIES "BROWN BAG" SESSION, MARCH 8, 2002 DAU MAIN CAMPUS, FORT BELVOIR, VA.

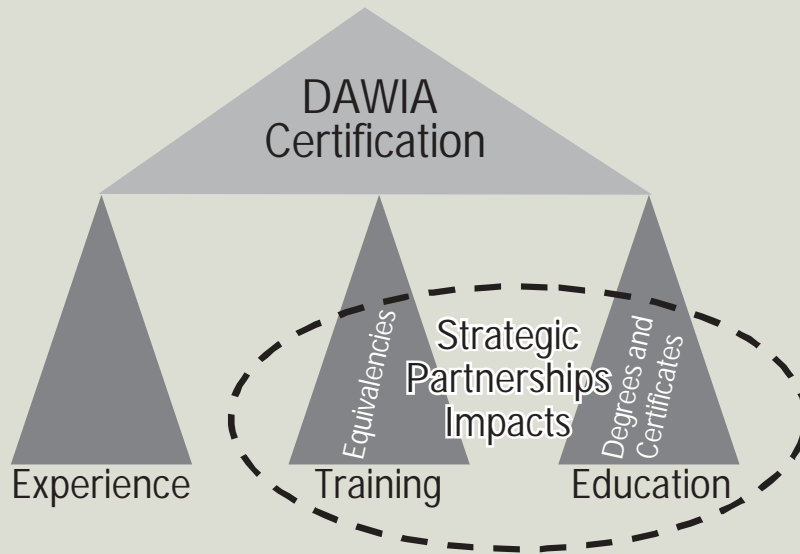
Wayne Glass, DAU Director for Strategic Partnerships (right) shares a laugh with DAU President Frank Anderson Jr., as they welcome participants.



Ten speakers, representing eight of DAU's strategic partners participated in the March 8 "Brown Bag" session. Pictured is David Fitzpatrick (left), representing Howard University, with DAU Professor Norm McDaniel.

Speakers at DAU's first Educational Opportunities "Brown Bag" session played to a "full house" as participants engaged them in a wide diversity of educational issues.

Strategic Partnerships Support Certification Requirements



from ESI and hopefully earn a Master's Certificate. As a matter of fact, I can't wait to register for a class myself. I look forward to building a strong relationship with ESI and expanding ESI's role in providing top-notch training to our students in the future."

DAU students taking ESI courses have three options: classroom training, on-site training, and e-training. For additional information about this program, call (888) 374-4682.

George Mason University School of Public Policy

Under a new educational strategic partnership with George Mason University (GMU), students are able to leverage completed DAU training toward an M.S. in Transportation Policy, Operations, and Logistics. The GMU degree program, which is offered in conjunction with graduate courses offered by GMU's School of Public Policy, is available to any one who is certified in at least one of the DoD AT&L career fields; holds a bachelor's degree from an accredited university; has achieved, at a minimum, Level I certification in at least one DAU career field; and is admitted to a GMU degree program.

Depending on the American Council on Education (ACE)-certified DAU courses taken, the DoD AT&L workforce member will receive up to nine semester

hours of credit toward the degree programs. For more information on the GMU program, call (703) 993-2275 or e-mail: jgifford@gmu.edu.

Florida Institute of Technology (Florida Tech)

DAU and Florida Tech have established 11 cooperative graduate certificate programs leading to a graduate certificate in the following areas: Business Management, Contract Management, eBusiness, Human Resources Management, Information Systems Management, Logistics, Materiel Acquisition Management, Program Management, Quality Management, Systems Management, and Transportation Management.

These cooperative programs will award credit for the education, training, and experience of members of the DoD AT&L workforce in pursuit of certification in at least one of the acquisition career fields, in conjunction with graduate courses offered by Florida Tech.

The graduate certificate programs are available to any member of the DoD AT&L workforce who holds a bachelor's degree from a regionally accredited university and has Level I certification in at least one acquisition career field.

Depending on the career field, level of certification, and choice of graduate certificate, the DoD AT&L workforce mem-

ber will receive 0, 3, or 6 semester hours of general graduate-level credit toward the specified graduate certificate. The remaining semester hours must be completed either online or at one of the nine Florida Tech Graduate Centers.

A cumulative GPA of 3.0 must be obtained in order to be awarded the graduate certificate. Up to 12 semester hours of course work taken as part of a Graduate Certificate program may be transferred into an appropriate graduate degree at a later date.

Interested applicants can visit <http://www.segs.fit.edu/dau> to find the list of graduate centers and contact information, as well as to find out the specific requirements for each graduate certificate.

University of Phoenix Online

On Dec. 11, 2001, the Presidents of both the Defense Acquisition University and the University of Phoenix formally signed an agreement. This agreement facilitates the transfer of ACE credit recommendations or other credit-bearing transcript courses earned by the AT&L workforce into a Bachelor of Science in Management degree program at the University of Phoenix Online.

Students may choose from four tracks as the emphasis for the degree program: Information Systems Acquisition, Financial Management/Cost Estimating, Contract Management, or an interdisciplinary focus in Acquisition Management.

DAU students may apply up to 30 hours of DAU course work toward the 120-semester-hour requirement. Of the remaining 90 semester hours, the student must take 30 hours from the University of Phoenix, either online or at a campus site, and 60 hours can be taken at the University of Phoenix or other accredited institutions.

For further information please contact: Nancy Cervasio, University of Phoenix, Student Services Questions: (602) 387-6279; or Vince Grell, University of Phoenix, Enrollment Questions: (602) 387-6231



Project Management Institute (PMI)

The Project Management Institute (PMI®), the world's leading not-for-profit professional association for project management, signed a Memorandum of Understanding (MOU) with the Defense Acquisition University on Jan. 4, 2002, to develop, publish and maintain the U.S. DoD Extension to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—2000 Edition.

The *PMBOK® Guide*, accredited by the American National Standards Institute (ANSI), is the official standards document of PMI, which serves as a basic reference about the generally accepted knowledge and practices of the project management profession, and is the world's de facto project management standard.

Through the efforts of Fred Ayer and Bill Bahnmeier, DAU Professors of Acquisition Management, and Dave Scibetta, Deputy Director, DAU Operations, the first draft of the Defense Extension to PMI's *PMBOK® Guide* was ready to publish last year. Final publication is now expected in the July-August 2002 timeframe.

Over the years, DAU Professors Owen Gadeken and Norm McDaniel have also supported PMI through presentation of

papers at symposia, teaching seminars, and giving talks to PMI-sponsored events—a role they plan to continue.

The knowledge and practices presented in the *PMBOK® Guide* are applicable to most projects most of the time, and consensus is widespread on their value and usefulness.

Virgil Carter, PMI Executive Director, represented PMI during the signing ceremony held at DAU Headquarters, Fort Belvoir, Va. "PMI is excited to work closely with the U.S. Department of Defense to create an extension of the body of knowledge that can be specifically applied to the U.S. Defense Industry. It is PMI's objective to create tools that can be used by organizations to successfully implement project management skills and knowledge, both generally and within specific industries."

Carter noted that PMI has learned over the years that it needs partners. "And we've also learned," he said, "that the only two potentially enduring assets that we as an organization or as a profession of project managers have, are knowledge and community. That's why [PMI] has dedicated our organization to furthering the global knowledge about, and the community access to, project management... So when we have an opportunity like this one to partner with an-

other like-minded organization dedicated to both knowledge and community, we're very pleased."

DAU President Frank Anderson Jr., joined Carter in signing the memorandum. "I think this is really a significant day for the University. It represents the production of a new learning asset that will be beneficial not just for members of the defense community, but also for our private sector counterparts—this is a great way to start off 2002."

Anderson called the DAU-PMI alliance "a very important relationship with an organization that we believe is a leader in providing training opportunities for individuals throughout the nation and the world in terms of project management training."

DAU anticipates that PMI will consider adoption of the Defense Extension as a PMI Standard and will publish it in that form for sale to all those interested in obtaining a copy. *For those interested in learning more about the Institute, visit the PMI Web site at <http://www.pmi.org>.*

Brown Bag Session on Educational Opportunities

DAU's Strategic Partners have agreed to come to the DAU Headquarters at Fort Belvoir, Va., and talk with DAU students, staff, and faculty through informal "Brown Bag" sessions. These sessions are designed to share information on the educational programs of DAU's Strategic Partners.

On March 8, 2002, DAU held the first session, with 10 speakers participating from the following academic institutions:

- Dr. Lee Dewald—Florida Institute of Technology
- Dr. Jonathan Gifford—George Mason University School of Public Policy
- Kimberly Elibuyuk—George Washington University—ESI Intl.
- David Fitzpatrick—Howard University
- Robert Thomas—Georgetown University
- Dr. Joe Ferrara—Georgetown University

- Dr. Elisabeth Wright—Mary Washington College
- Dr. Andres Fortino—George Mason University School of Management
- Dr. Archie Tinelli—George Mason University School of Management
- Virginia Graves—Northern Virginia Community College

Personnel from Program Executive Offices and Program Management Offices in the Capital and Northeast Region are also welcome to attend the information sessions. In the future, these sessions may be offered to the other DAU Regions as well.

Formal Teaming with Industry

DAU and industry have been collaborating for many years on knowledge sharing initiatives under the leadership of DAU Industry Chair Frank Swofford, supported by the National Defense Industrial Association.

Since launching of the Strategic Partnerships initiative, DAU has begun more formal teaming with industry to commit toward shaping a common vision for government-industry partnerships. Through partnering with industry, the University will leverage DAU and industry joint talents and resources in any way that will advance DAU's vision of building a "best in class" corporate university to support Under Secretary Aldridge's goals.

Northrop Grumman Corp.

One defense company, Northrop Grumman Corporation, has already stepped forward with an MOU to create and achieve this common vision with DAU. On Feb. 14, 2002, Army Col. (P) James R. Moran, DAU Commandant, and Lawrence A. Auffrey, Vice President for Contracts, Pricing, and Risk Management, Northrop Grumman Corp. (NGC), signed an MOU designed to lay

the foundation for a strategic cooperative effort between DAU and NGC and establish a framework for DAU and NGC to pursue educational opportunities that are mutually beneficial to both parties.

Raytheon

On April 12, 2002, DAU President Frank Anderson Jr., and Raytheon Vice President Donald M. Ronchi will sign an MOU to share training resources and promote educational opportunities. Together, they will jointly advance DAU's vision of building a "best in class" corporate university to support DoD goals; and Raytheon's vision to be the most admired defense and aerospace systems supplier through world-class technology and people.

Boeing and Lockheed Martin

DAU is also actively pursuing partnerships with Boeing and Lockheed Martin, and anticipates that more defense companies will participate in these non-exclusive, collaborative partnerships to:

- Promote sharing of training resources, including attendance at each other's courses.
- Participate in the reengineering of each other's courses, as requested and able.
- Serve as instructors, panel members, guest speakers, or reviewers of student case presentations and mock negotiation exercises in each other's courses, providing both the contractor's and government's perspective.
- Participate in course development with a focus on Program Management.
- Contract and lead change.
- Provide mutual feedback on training pilots and other course development activities.
- Participate in other knowledge management innovations.

Because strategic partnerships offer so much toward expanding DAU's capabilities to fulfill its mission of educating the acquisition workforce, the University is continuing its push for increased alliances and has developed partnerships with still other institutions such as the University of Virginia, Johns Hop-

Strategic Partnerships

Providing Opportunities — Making a Difference!

ESI
INTERNATIONAL
AN IIR COMPANY

The
George
Washington
University
WASHINGTON DC

Two Personnel from the Department of the Army in Kuwait Earned
their Joint Master's Certificates in Government Contracting

kins University, the University of Maryland, and the American Graduate University.

In the coming weeks and months, DAU expects to formalize partnerships with the Coast Guard, the Committee for Pur-

chase from People Who Are Blind or Severely Disabled, Howard University, Federal Acquisition Institute, Massachusetts Institute of Technology (MIT), University of Kentucky, University of California at Los Angeles (UCLA), University of Alaska, Hampton University, Wilber-

force University, Old Dominion University, Lockheed Martin, Boeing, and many others.

Editor's Note: The author welcomes questions or comments on this article. Contact him at wayne.glass@dau.mil.

Acquisition Deskbook Update—Feb. 28, 2002

New/Revised Documents in Acquisition Deskbook Reference Library

<http://web2.deskbook.osd.mil/default.asp>

Mandatory Documents

FEDERAL ACQUISITION REGULATION (FAR)

- FAC 2001-04; Feb. 8, 2002 (Volume 67, Number 27)

DEFENSE FEDERAL ACQUISITION REGULATION SUPPLEMENT (DFARS)

- DFARS Change Notices 20020129

DEPARTMENT OF DEFENSE (DoD) DOCUMENTS

- Class Deviation—Extension of Program Applying Simplified Procedures to Certain Commercial Items; Jan. 11, 2002
- DoDD 4630.5; Interoperability and Supportability of Information Technology (IT) and National Security Systems (NSS); Jan. 11, 2002
- DSCA 02-05; Interim Security Assistance Management Manual (SAMM) Change—Country Code "BZ" for the Bahrain National Guard (BNG); Feb. 5, 2002
- DSCA 01-26; Interim Security Assistance Management Manual (SAMM) Change—Country Code "E2" for the United Nations Transitional Authority in East Timor (UNTAET) and "E1" for SAARMS Data; Nov. 2, 2001
- DoD 5000.4-M; Department of Defense Cost Analysis Guidance and Procedures; Dec. 11, 1992
- DoD 5105.38-M; Security Assistance Management Manual (SAMM); Feb. 5, 2002
- DoD 5105.38-M; SAMM E-Changes
- DoD 5105.38-M; SAMM and DSCA Policy Memoranda and Messages

Air Force Documents

- TO 00-5-3; AF Technical Manual Acquisition Procedures; April 1, 2001
- AF Instruction 32-1032; Planning and Programming Appropriated Funded Maintenance, Repair, and Construction Projects; Sept. 25, 2001
- AFMAN 23-110; Volume 9; USAF Supply Manual—Security Assistance Program Procedures; Aug. 1, 2001

- AFMC Manual 21-1; Air Force Materiel Command; Technical Order System Procedures; Jan. 15, 1997

Discretionary Documents

ARMY DOCUMENTS

- USASAC Pamphlet 12-2; Orientation Pamphlet—Handbook on Security Assistance; March 25, 1996
- MANPRINT Guidebook for Systems Design and Assessment; July 1997

AIR FORCE DOCUMENTS

- AFMC Financial Management Handbook; Updated December 2001; (Includes Change 3); Chapters 1 Through 68
- AFMC Financial Management Handbook; Updated November 2001; (Includes Change 3); Chapters 69 Through 98
- Contractor Performance Assessment Reporting System (CPARS); December 2001

DEFENSE LOGISTICS AGENCY (DLA)

DOCUMENTS

- Early CAS Teaming; For Acquisition Success
- DLAM 8000.3; MOCAS Users Manual; For Contract Administration; Part 1; Aug. 1, 1994
- DLAM 8000.3; MOCAS Users Manual; For Contract Administration; Part 2—Chapters 1-6; Aug. 1, 1994

DEFENSE CONTRACT AUDIT AGENCY (DCAA)

- DCAAM 1400.1; Personnel Management Manual; August 1993; (Updated December 2001)
- DCAAM 5025.15; Publications System; February 2002
- DCAAM 5110.1; Defense Contract Audit Agency Organization Manual; March 2001; (Updated December 2001)
- DCAAP 7641.90; Information for Contractors; January 2002

Education & Training Materials

- DAU—CON 204; Intermediate Contract Pricing